



ESTABLISHED 1855

ANNUAL REPORT 2012-13

MISSION STATEMENT

Provide the County with expert advice and leadership in business and financial practices to promote integrity, accountability, compliance, and innovation.

VISION STATEMENT

Inspire and elevate public trust in County government by safeguarding the County's financial integrity, advocating and implementing best practices, and ensuring compliance with mandates and fiduciary responsibilities.

VALUES

The Values describe the basic behaviors, attributes, principles, and beliefs that guide the Auditor-Controller team. The following values are the foundation of our staff's attitudes toward their work, their mission, and their working relationships:

Service to the Public

•

Respect for the Law

•

Personal and Professional Integrity

•

Ethical Behavior

•

Professional Excellence

•

Innovative Thinking

•

Unified, Strong, and Diverse Workforce

•



County of Los Angeles
25th Annual Productivity and Quality Awards Program

Silver Eagle Award

Paystub Viewer - The Hub of E-Stub



County of Los Angeles
26th Annual Productivity and Quality Awards Program

Bronze Eagle Award

The Contractor Alert Reporting Database

COUNTY OF LOS ANGELES BOARD OF SUPERVISORS



Pictured from left to right:

Supervisor Zev Yaroslavsky, Third District

Supervisor Gloria Molina, First District

Supervisor Mark Ridley-Thomas, Second District

Supervisor Don Knabe, Fourth District

Supervisor Michael Antonovich, Fifth District

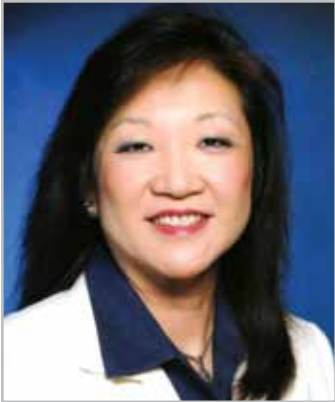
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ACKNOWLEDGEMENTS

Design, Layout, and Production: Dulce Maycumber and Cindy Lee
Cover Design: Ileana Lopez-Martinez
Graphics and Printing: Charlie Chan Printing

MESSAGE FROM THE AUDITOR-CONTROLLER



The Auditor-Controller's Fiscal Year ended 2012-13 Annual Report provides an overall outlook of departmental operations, mandated authority, mission, and program results and accomplishments.

Our mission and vision statements, as shown below, were adopted in July 2001 and have been the driving force behind this Department taking a more

aggressive and prominent leadership role in Los Angeles County's business processes over the last 12 years.

Mission Statement: *Provide the County of Los Angeles with financial leadership and expert advice and advocate for financial integrity and accountability in all County business practices.*

Vision Statement: *Inspire public trust in County government by safeguarding the County's financial integrity and ensuring compliance with fiduciary responsibilities and professional mandates.*

We continue to promote fiscal integrity, accountability, compliance, and best business and financial practices. Our vision remains to inspire and elevate public trust in County government. As such, every Auditor-Controller employee sets high expectations of themselves resulting in high work ethics of honesty, integrity, and efficiency. It is through these ethics that we have been able to lead by example and maintain a high level of service to stakeholders, the Board of Supervisors, County departments, and other governmental agencies.

We promoted accountability by completing over 100 internal audits and reviews that improved the County's internal controls, prevented and stopped misuse and waste of County funds, and identified cost savings and efficiencies for County departments during our reviews. We also completed 75 audits of County contractors and provided recommendations to strengthen contract compliance. Additionally, we performed independent reviews of the County Assessor's Office in the following areas: management and fiscal operations, and properties with a 20% or greater

reduction in value during the period of January 2010 to May 2012. We discouraged County fraud by completing over 1,000 investigations of alleged misconduct by County employees and contractors.

To promote best practices and maximize the use of information technology (IT), we continue to develop and implement innovative business solutions. We seamlessly replaced various outdated legacy systems with a modern, integrated, enterprise-based Financial, Procurement, Payroll, and Human Resources system, now known as eCAPS/eHR. The replacement of the 25-year-old legacy payroll system enabled the roll-out of online paperless timesheets and a viewing module for paystubs and W-2s available to all County employees.

Combining Countywide efficiency initiatives and IT, we also implemented the following projects:

- An automated online application for County employees to claim mileage and parking reimbursement that is paperless and error-free. Known as the Mileage Authorization Reimbursement System (MARS), it replaced the decades-old manual form process that was inefficient and ineffective;
- A new travel booking program that greatly reduces the County's airfare and transaction costs and improves travel expenses tracking;
- A shared database to track and notify County departments of poorly performing contractors. Known as the Contractor Alert Reporting Database (CARD), County contract staff can now easily obtain and share information on poorly performing contractors prior to awarding County contracts. CARD received a Bronze Eagle Award from the Quality and Productivity Commission after its inception. Additionally, we shared our contract knowledge in policies, procedures, and practices and developed a user's manual and trained

County contract staff in using CARD and increasing their awareness; and

- A web-based bulletin board that allows local government agencies to access and download needed property tax reports at their convenience.

When the State dissolved the local redevelopment agencies, we redirected over \$490 million collected from 71 former redevelopment agencies to 220 local schools and taxing entities, in accordance with two Assembly Bills signed by the Governor. As the County's leading privacy compliance agency for the Health Insurance Portability and Accountability Act (HIPAA), we continue to provide Countywide oversight to ensure strict adherence of the law. We also served as the Children's Group Home Ombudsman; we visited group homes to increase the awareness of the Children's Ombudsman Program and to provide an independent resource for the children within the Los Angeles County placement system.

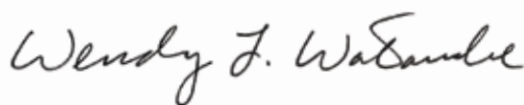
We continue to provide financial support in the areas of accounting, disbursements, procurement, and payroll by using a shared services model for 18 County client departments. Now in its ninth operational year, it is proven that shared services greatly improves efficiency, as well as promotes best business practices and fiscal compliance.

Another efficiency project that is worth mentioning, we introduced the Cellular Phone Stipend Pilot Program to reduce County cellular phone expense and the issuance of unused phones. The County pays a monthly fixed amount for data and/or voice to authorized employees to use their own smart phones for County business-related data and phone calls. This new program reduces the County's cellular phone costs in startup, issuance, processing, repair, replacement, and administration. We estimate an 11% cost savings in the Department of Auditor-Controller and a potential of \$3.3 million annually, if implemented Countywide.

Succession planning is a top strategic goal of the Auditor-Controller. In that regard, we designed and organized two Executive Leadership Conferences so that we can further develop the management knowledge and skills needed. Participants gained a better understanding of their individual strengths and potential developmental needs to succeed at the next level of leadership roles.

The Auditor-Controller's vision for the future will continue to incorporate the values that have defined the Department of Auditor-Controller's reputation for many years. These values include an unwavering commitment to personal and collective integrity, independence, and responsiveness. These values have earned the Department a high level of trust and respect from policy makers and customers alike.

I am humbled and honored to present this report to you and share the many accomplishments by Auditor-Controller employees.



WENDY L. WATANABE
Auditor-Controller



Ileana E. Lopez-Martinez
Executive Secretary V
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EXECUTIVE TEAM



ARLENE M. BARRERA

is the Assistant Auditor-Controller responsible for the Audit and Countywide Contract Monitoring Divisions. Ms. Barrera has worked for the Auditor-Controller for over 27 years in the Audit, Disbursements, and Property Tax Divisions. In her current assignment, Ms. Barrera is responsible for providing management oversight to staff who conduct fiscal, operational, and program reviews of County departments and social service contractors. In addition, both Audit and Countywide Contract Monitoring Divisions perform Board-ordered reviews of County departments, programs, and contractors.

Ms. Barrera also represents the Auditor-Controller on the State Association of County Auditor's Legislative Committee. She holds a Bachelor's of Science degree in Business Administration from California State University at Dominguez Hills and is a Certified Public Accountant.



ROBERT G. CAMPBELL

is currently the Acting Assistant Auditor-Controller responsible for the Office of County Investigations and Shared Services Division. He began his service with Los Angeles County on June 16, 1998 with the Auditor-Controller's Audit Division. Mr. Campbell has served in a variety of assignments, including as a Supervising Investigator in the Office of County Investigations, as Assistant Administrative Deputy, and as the Audit Division Chief. In this capacity, he is responsible for overseeing investigations of criminal and administrative misconduct within County government, the Health Insurance Portability and Accountability Act (HIPAA) Compliance Unit, the Children's Group Home Ombudsman, and for providing accounts payable, accounts receivable, procurement, payroll, and grants accounting services to a total of 18 client departments, comprised of more than 8,000 employees.

Mr. Campbell is a Certified Internal Auditor and a Certified Fraud Specialist, and holds a Bachelor's of Science degree in Accounting from Loyola Marymount University, and a Certification in Risk Management Assurance from the Institute of Internal Auditors.



ROBERT A. DAVIS

is the Assistant Auditor-Controller responsible for the Enterprise Systems Support, Systems Operations, and the Countywide Payroll Divisions of the Auditor-Controller. He has over 37 years of experience in the public sector, including 13 years with Los Angeles County. He is the Project Manager for the development and implementation of the County's enterprise financial, budget preparation, procurement, payroll, and human resource applications. He provides executive oversight to the daily operating staff who maintains the County's enterprise applications and operates the central payroll operation.

Mr. Davis holds a Master's of Science degree with emphasis in public administration from Carnegie-Mellon University in Pittsburgh, PA and holds a Certified Information System Auditor certification. He is also a member of the County Chief Information Officer Leadership Council.



SUSAN J. LINSCHOTEN

is currently the Acting Assistant Auditor-Controller responsible for the Administrative Services Division which includes Budget and Fiscal Management, Human Resources, Facilities Management, and Master Agreement Contract Management. She has over 26 years of experience with the Department of Auditor-Controller in the Audit, Property Tax, and Shared Services Divisions. In addition, Ms. Linschoten provides executive oversight to complete special assignments as requested by the Board of Supervisors and/or as the result of new State mandated programs. She is also responsible for the Department's media relations. Ms. Linschoten establishes and maintains relations with the news media, community groups, departmental managers, and representatives of other governmental agencies and the public to provide information on departmental matters. She also oversees the Department's policy compliance and efficiency initiatives; develops, initiates, maintains, and revises Departmental policies and procedures; and identifies potential areas of compliance vulnerability and risk.

Ms. Linschoten has a Bachelor's of Science degree in Accounting from Arizona State University.



JOHN NAIMO

is the Assistant Auditor-Controller responsible for the Accounting, Disbursements, and Property Tax Divisions of the Auditor-Controller. He has over 34 years of experience with the County Auditor-Controller. Mr. Naimo serves as a member of the County's Claims Board, the County's Deferred Compensation Plan Committees, and the Bond Oversight Committee of the Los Angeles Unified School District. He also assists in representing the County before bond rating agencies and County bond investors.

Mr. Naimo holds a Bachelor's of Science degree in Business Administration from the University of Southern California and is a Certified Public Accountant. He is also a member of the Government Finance Officers Association, American Institute of Certified Public Accountants, and Association of Government Accountants.



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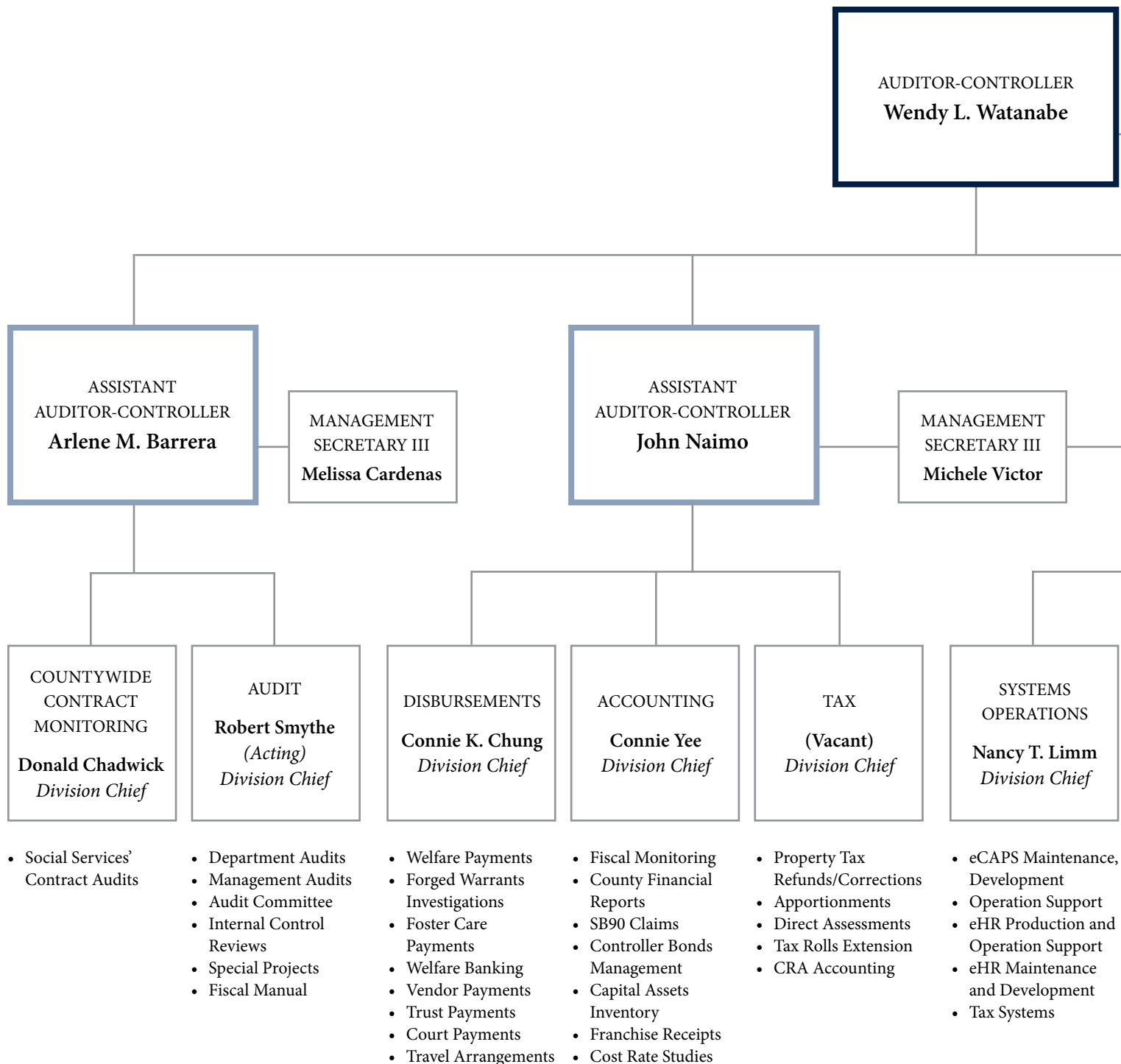


RECOGNITION AWARDS



From top, left to right: PQ&A - Silver Eagle Award - Paystub Viewer | PQ&A Bronze Eagle Award - The Contractor Alert Reporting Database (CARD) | 2011 IT Manager Award - Jon Neill | LA County STARS! November 2012 Award - Office of County Investigations Team | LA County STARS! October 2012 Award - Redevelopment Agency Team | National Association of Counties (NACo) 2013 Award - Mileage Authorization and Reimbursement System (MARS) Program | 2012 IT Manager Award - RoAnne Manalaysay | 2013 IT Manager Award - Scott Harvey | 2012 IT Manager Award - Jerry Mauter | LA County STARS! August 2011 Award - City of Bell | Government Finance Officers Association (GFOA) of the United States and Canada 2013 Recognition Award - Accounting Division

AUDITOR-CONTROLLER ORGANIZATIONAL CHART



EXECUTIVE SECRETARY V
Ileana Lopez-Martinez

ASSISTANT
AUDITOR-CONTROLLER
Robert A. Davis

ASSISTANT
AUDITOR-CONTROLLER
(Acting)
Robert G. Campbell

SR. MANAGEMENT
SECRETARY II
Remy Jammal

ASSISTANT
AUDITOR-CONTROLLER
(Acting)
Susan J. Linschoten

ENTERPRISE
SYSTEMS SUPPORT
Allen McMillen
Division Chief

COUNTYWIDE
PAYROLL
Gregg M. Iverson
Division Chief

SHARED SERVICES
Allen Khozahi
Division Chief

OFFICE OF
COUNTY
INVESTIGATIONS
Guy Zelenski
Division Chief

ADMINISTRATIVE
SERVICES
Lisa Cañada
*Administrative
Deputy*

SPECIAL
PROJECTS

- Training/Change Management
- Acquisition/Development/Support New Systems
- Countywide Information Delivery and Reports
- Dep'l Network Support

- Countywide Payroll Administration
- Emp. Garnishment Withhold Salary Ord., Union/Tax Laws
- HR System Security and Problem Resolutions
- Employee Benefits Corrections/Deductions

- Consolidated Fiscal Operations for 18 County departments:
 - Accts Payable
 - Accts Receivable
 - Procurement
 - Payroll
 - Grants Accounting

- Investigates Allegations of Administrative and Criminal Misconduct by County Employees and Vendors
- Fraud Hotline
- Other Special Investigations
- Children's Group Home Ombudsman
- Countywide Privacy Issues
- HIPAA Compliance Hotline

- Budget Preparation and Expenditure Control
- Personnel Administration
- Strategic Planning
- Performance Counts!
- Management Services
- Fiscal Liaison with Shared Services
- Master Agreement Audits
- Special Projects

- Board Special Projects
- A-C Departmental Policy Compliance
- Lean Six Sigma
- A-C Efficiency Initiatives
- Public Records Act
- Media Relations

ACCOUNTING



Connie Yee, Division Chief

500 West Temple Street, Room 603, Los Angeles, CA 90012 | 213.974.8321
cyee@auditor.lacounty.gov

Positions: 63 | Operating Budget: \$7,742,000

AUTHORITY

United States Government Code Title 26; State Controller Office of Management and Budget (OMB) A-87 and A-133; State Constitution, Section 24, Article 13; California Government Code various Titles; California Education Codes 41760.2 and 84207; California Revenue and Taxation Code 4653; and County Code 5.02.

MISSION

The Accounting Division maintains control over the County's accounting and budget functions, including enforcing budgetary controls over budget units; monitors and reports the County's cash position; prepares legally-required financial reports; prepares the Countywide Cost Allocation Plan; allocates interest among treasury pool participants; and per legal agreement serves as controller for Joint Powers Authorities and non-profit corporations. This program provides procedural and technical guidance on various financial matters such as general accounting, cost accounting, and capital assets accounting. Comprehensive financial reporting is prepared relative to the Board of Supervisors (Board) directives, legal mandates, and compliance with Generally Accepted Accounting Principles.

PROGRAM RESULT

County departments' accounting activities are reported timely and accurately; budget monitoring user needs are effectively met; and regulatory agencies, non-departmental County entities and specialized programs, and the Board receive timely and accurate accounting and financial reports.

2012-13 HIGHLIGHTS

- Received an unqualified opinion on the 2012-13 Countywide financial statements from an external auditor, and provided the State and other regulatory agencies with legally required reports in a timely manner.
- Received a Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association of the United States and Canada for the 31st consecutive year of achieving the highest standards in governmental accounting and financial reporting for the Comprehensive Annual Financial Report.
- Issued the 2012-13 Taxpayers' Guide, a comprehensive source of property tax information that is prepared annually. The Guide is designed to assist the public in understanding the legal requirements covering the assessment of property, payment of taxes, and the various tax levies.
- Issued the 2012-13 Final County Budget, a comprehensive source of budget information that is prepared annually.
- Published the 2012-13 Tax Rate Resolution, which facilitates the collection of taxes required to finance expenditures and pay debt service obligations.
- Administered a mentoring program to implement new accounting pronouncements and promote staff development.
- Supported and maintained the eCAPS financial module since July 1, 2005 which provides a comprehensive accounting system in the areas of the General Ledger, Chart of Accounts, Capital Assets, Accounts Receivable, and Financial Report.



ADMINISTRATIVE SERVICES



Lisa Cañada, Administrative Deputy

500 West Temple Street, Room 410, Los Angeles, CA 90012 | 213.974.8307
lcanada@auditor.lacounty.gov

Positions: 19 | Operating Budget: \$6,181,000

AUTHORITY

Human Resources: Charter of the County of Los Angeles; Los Angeles County Code, including Appendix I to Title 5 - Civil Service Rules; Department of Human Resources - Policies, Procedures, and Guidelines; applicable Memoranda of Understanding; Applicable Federal and State employment and labor laws and regulations.

Management Services: California Government Code Title 3; County Code Title 5; County Fiscal Manual; applicable Purchasing Standards and Guidelines; Contracts Guidelines.

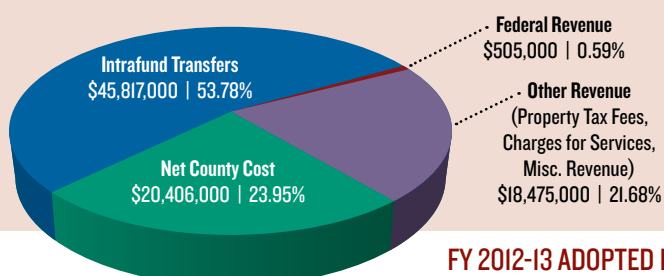
MISSION

The Administrative Services Division provides high quality Human Resources, Budget, Fiscal, Management, and Administrative Services to employees of the Department of Auditor-Controller.

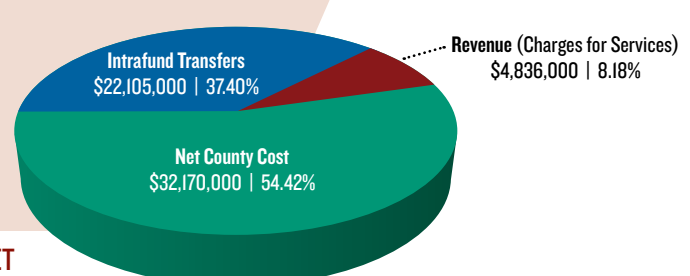
PROGRAM RESULT

Department needs are met through effective delivery of services in the areas of budget and fiscal administration; recruitment, hiring, and promotional processes; performance management; classification and compensation; employee relations and discipline; training; health and safety; return-to-work coordination; workers' compensation claims processes; emergency planning; strategic plan coordination; internal purchasing and warehouse maintenance; facilities management and space planning; Internal Control Certification Program coordination; and a multitude of Special Projects.

A-C Operating Budget | Gross Appropriation: \$85,203,000



A-C Integrated Applications | Gross Appropriation: \$59,111,000



FY 2012-13 ADOPTED BUDGET

2012-13 HIGHLIGHTS

- Collaborated with the Chief Executive Office to obtain funding needed to mitigate budgetary deficits and add staffing to address increases in workload resulting from program expansion and legislative changes.
- Negotiated the carryover of \$1.086 million of prior-year savings to fund critical renovation projects.
- Re-evaluated examinations of all departmental classes to best assess the knowledge, skills, and abilities necessary to successfully perform the duties of the positions, resulting in the roll-out of improved examinations that include an increased use of the interview tool, Broad-Based Employment Skills Test (BBEST), and Work Styles Assessment.
- Prepared a Risk Management Overview for Board Deputies, highlighting the Department's efforts to decrease liabilities which resulted in Workers' Compensation expense rates per employee that are far below County benchmark levels.
- Developed a customized curriculum to further 41 A-C managers' professional development and leadership skills for succession planning purposes. The first of two 2-day conferences was conducted on March 6 and 7, 2013. The second 2-day conference was scheduled for November 6 and 7, 2013.
- Completed several renovation projects that improved the usage of A-C space, including the creation of a more efficient Office of County Investigations forensics workspace and the conversion of existing office space in the Hall of Administration to house Disbursements Division staff transferred from A-C's Downey worksite (Phase I of the Disbursements Consolidation Project).
- Updated and renewed the A-C's Master Agreement for As-Needed Contract Audits/Studies, for each of the 39 Master Agreement firms, ensuring compliance with State and County regulations.



AUDIT



Robert Smythe, Acting Division Chief

350 S. Figueroa Street, 8th Floor, Los Angeles, CA 90071 | 213.253.0101
rsmythe@auditor.lacounty.gov

Positions: 62 | Operating Budget: \$8,395,000

AUTHORITY

California Government Code Sections 26909, 26923, 29321.1, 25252.6, and 25250; California Welfare and Institutions Code 275; California Revenue and Taxation Code 4108.5; and County Code Sections 2.10 and 16.62.

MISSION

The Audit Division performs financial, compliance, management, information technology, and performance audits of County departments and commissions; audits agencies and companies doing business with the County; oversees contracts for audit and consultant services for all County departments; administers the Countywide Internal Control Certification Program; maintains the County Fiscal Manual; and responds to all Board of Supervisors' special requests for reviews, analysis, and audits.

PROGRAM RESULT

County departments operate more efficiently and effectively and in accordance with applicable County Fiscal Manual policies, performance standards, regulations, and approved practices.

2012-13 HIGHLIGHTS

- Reviewed the Assessor's business operations, resulting in the identification of opportunities to strengthen internal controls over real property assessment changes, and made recommendations to improve the efficiency and effectiveness of the Assessor's core administrative processes and procedures.
- At the request of the Board of Supervisors, conducted an analysis of the Sheriff's unincorporated area (UA) patrol services, confirming that \$40.2 million in one-time funding provided for UA patrols was used as directed by the Board to avoid planned service reductions due to anticipated funding shortfalls. Identified a 17% difference in UA versus contract cities' patrol response times due in-part to the larger UA patrol area and lower density population. In addition, identified 91% and 99% compliance with the Sheriff's respective UA and contract city planned patrol hours.
- Modified information technology internal control standards within the County Fiscal Manual in order to address emerging control risks as the County expands use of technologies such as smart phones, distributed networks, and cloud storage. These technologies increase the range of potential system vulnerabilities if controls do not adapt to these emerging security and privacy risks. Also established general control and oversight standards for County departments' deployment of Metropolitan Transportation Authority's FasTrak transponders.
- Performed surprise cash counts of the Treasurer and Tax Collector (TTC) vault cash, and of various departments' cashiering operations and revolving funds, to ensure an effective system of security and accountability over treasury cash, cashiering, and petty cash funds. Also consulted with TTC on internal controls over their roll-out of distributed check scanning and depositing technologies.
- Conducted reviews of departmental Payroll, Personnel, Procurement, and Mileage processes to strengthen oversight and compliance with standards and procedures in these areas. Reviews identified improvement opportunities in areas such as employee leave accounting, oversight of employee overtime use, obtaining best pricing by ensuring compliance with competitive bidding standards, and strengthening mileage and vehicle damage reimbursement claiming.
- Enhanced transparency, tracking, and accountability of ongoing audit workload by preparing aging reports and establishing more robust management oversight of audit engagements. These enhancements are anticipated to shorten the timeframe between initiation and completion of audits, and increase our Division's productivity.



COUNTYWIDE CONTRACT MONITORING



Donald Chadwick, Division Chief

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dchadwick@auditor.lacounty.gov

Positions: 46 | Operating Budget: \$6,106,000

AUTHORITY

Non-mandated, discretionary program (June 2004 Board Order).

MISSION

The Countywide Contract Monitoring Division monitors social services and health services contractors covering 11 different programs; provides training and other technical support to the social services and health services departments' contract operations; conducts audits of County departments' contract monitoring practices; responds to Board of Supervisors' special assignments; evaluates the Probation Department's efforts to implement the Department of Justice's recommendations involving the camps and juvenile halls; oversees contracts for audits for selected departments; and participates on the County's Living Wage Implementation Team and other work groups that impact the County's contracting policies and practices.

PROGRAM RESULT

Oversight of County contractors is improved resulting in increased contractors' accountability and more effective evaluation of contractors' performance in achieving social services and health services programs' intended outcomes. Interdepartmental communication regarding contractor performance issues is improved resulting in enhanced ability for the County to contract with organizations that comply with the County contract requirements.

2012-13 HIGHLIGHTS

- Completed 75 audits of County contractors providing services in 11 programs.
- Provided contract monitoring training to over 950 County staff and contractors working in the social services and health services departments.
- Developed recommendations that resulted in changes to County contracting policies and practices.
- Completed a pilot project using data mining techniques to identify and test high-risk transactions. The project identified approximately \$875,000 in questionable billings by a contractor.
- Provided technical support to health services and social services departments that strengthened the departments' oversight of their contractors. The technical support included:
 - Conducting risk assessments of their contractors.
 - Developing monitoring tools for health services and social services staff to use that cover key contract requirements.
 - Recommending contract language to hold contractors more accountable.
 - Conducted 50 financial viability reviews of their contractors.
- Awarded the Quality and Productivity Commission's Bronze Eagle Award for implementing the Contractor Alert Reporting Database (CARD). CARD is a centralized online database that resides on the County's existing enterprise-based financial eCAPS system and was implemented in July 2011. CARD improves interdepartmental oversight and communication regarding contractor performance issues, enhances the County's ability to contract with only organizations that comply with the County contract requirements, allows the County to effectively allocate limited resources, and encourages contractors to comply with County contract requirements.
- Completed reviews of the contract management processes in two County departments. The reviews resulted in a number of recommendations for the departments to strengthen their contract administration and monitoring protocols.
- Completed a review of the Department of Public Health's (DPH) Drug Medi-Cal Program. The Board of Supervisors directed the review after the CNN Network reported wide-spread abuse within California's Drug Medi-Cal Program. Review listed a number of recommendations to strengthen DPH's and the State's oversight of the Drug Medi-Cal Program.



COUNTYWIDE PAYROLL



Gregg M. Iverson, Division Chief

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giverson@auditor.lacounty.gov

Positions: 37 | Operating Budget: \$9,217,000

AUTHORITY

United States Government Code Title 26; California Government Code Various Sections; County Charter Article II, Section IV; and County Code Titles 5 and 6, Title 2, Section 2.10.020, and Title 4, Section 4.08.030.

MISSION

The Countywide Payroll Division prepares and accounts for County employee payroll and related employee benefits. This division is also responsible for implementing pay practices negotiated with bargaining units, withholding both mandatory and voluntary deductions, and withholding earnings payable to various creditors and agencies for garnishments, federal and State tax levies, and child support.

PROGRAM RESULT

Clients receive accurate and timely paychecks, correctly reported and distributed payroll deductions and withholdings to appropriate federal and other payroll-related agencies within mandated deadlines.

2012-13 HIGHLIGHTS

- Implemented changes to the County's eHR payroll system to support rules required by the passage of the Public Employees' Pension Reform Act (PEPRA). PEPRA increased employees' contributions and reduced benefits for future retirement members.
- Implemented requirements of the Affordable Care Act for reporting the cost of group health insurance coverage on annual employee W-2s.
- In collaboration with the Chief Executive Office (CEO), implemented Military Leave Program timekeeping and pay rules adopted by the Board of Supervisors.
- Supported the solicitation project, led by CEO staff, to develop and issue a Request for Proposal for an administrator of employees' deferred plans.
- In collaboration with the CEO, implemented a new Physicians' Registry pay program. This created a pilot program to determine if any cost savings can be realized where flexibility in physician staffing is needed to meet changing patient census numbers by using part-time hourly County physicians in lieu of contract physician registries.
- Improved County departments' operational use of eHR by developing desk procedures, providing training, and participating in workshops.
- Supported the development of improved eHR system functionality, including the implementation of edits and validations, improved timekeeping functionality, and automated controls to reduce errors in pay.



DISBURSEMENTS



Connie K. Chung, Division Chief

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Positions: 57 | Operating Budget: \$6,913,000

AUTHORITY

California Government Code Sections 6253, 26907-26908, 29741-29749, 29800-29808, and 29850-29854; California Evidence Code Sections 1561-1563; California Welfare and Institutions Code Sections 10826, 10850-10853, 15000-15001; and County Code Sections 2.10, 2.17, 4.08, and 5.40.

MISSION

The Disbursements Division issues payments on behalf of the entire County through the use of warrants, direct deposits, and electronic fund transfers; establishes Countywide disbursement policies and procedures while ensuring compliance with State and Federal regulations; maintains centralized disbursement records, including warrant registries, bank statements, negotiated warrants, and unclaimed checks; educates departments on the proper reporting methods of the sales and use taxes; regulates and monitors the County's travel policy; acts as a liaison between the County and certified small businesses by assessing and resolving payment policy issues; and keeps current with industry security standards, technology innovations, and crime trends by regularly improving and updating existing payment processes.

PROGRAM RESULT

Payments for the entire County are disbursed efficiently and expeditiously to vendors, welfare recipients, and constituents; County assets are safeguarded and controlled with internal policies and procedures, while liabilities have been reduced through proper reporting and stricter guidelines.

2012-13 HIGHLIGHTS

- Achieved cost savings by partnering with the State of California for travel services at significantly lower costs and with online access. The new travel program also enables for a more accurate and transparent reporting of travel expenses.
- Represented the County during the Board of Equalization's Sales and Use Tax audits, saving the County approximately \$6.7 million by scrutinizing the estimated tax liability.
- Implemented the Vendor Self-Service Program, allowing vendors to register, submit electronic invoices, and review financial history through the internet.
- Disbursed over 3 million non-County employee payments, totaling over \$15 billion.



OUR EMPLOYEES



Kim O. Adams • Armineh Aghajanian • Corazon O. Aguas • Mark C. Aguilon • Stacey N. Ahaiwe Kelvin A. Aikens • Brenda J. Akins • David Aldava • Francisca Aleman • Collene Alexander • Pathernilla Alexander • John-Mark Algallar • Glenda R. Alip • Gregory Allen • Agripino Alonso • Hsiao C. Alonso • Ed Bradford B. Altamira • Alex Alvarez • Elvira Alvarez • Oscar F. Alvarez • Nabeel Z. Amer • Genea Anderson • Susana Andrade • Earlene A. Andrews • Rachelle Anema • Germine Antonyan • Christopher Anwary • Brigitte Arandia • Vardui Aristakesyan • Armenui Arzumanyan • Rhonda Aven-Haggenmiller • Khachik C. Avetisian • Melissa J. Avramov • Tina C. Bailey • Alex J. Bajarias • Lisa Barnett • Arlene M. Barrera • Lorena Barron • Darlene L. Beamon-Thomas • Maria Becerra • Bryan W. Bell • Georgianna M. Belone • Boni F. Benitez • Pamelina G. Bennett • Gayane Berberian • Paul M. Bernal • Jules A. Bernard • Ruchika Bharadwaj • Shubhada S. Bhate • Joel C. Bisarra • Kathleen A. Blanchette • Victoria Bobo • Demiana Y. Boghdady • Cherlyn Bolin • Vicente C. Bondoc • John P. Boulos • Lana L. Bowman • Elaine Boyd • Laniesha L. Brooks • Huclit Brown • Augusto B. Buensuceso • Kristina R. Burns • Renee Bustillos • Rica Mae Cabigas • Michele Marie Callaghan • Robert G. Campbell, Jr. • Lisa K. Canada • Dorothea A. Cantero • Nicholas Cantos • Isaura Capell • Virginia Carbajal • Melissa Cardenas • Christylee E. Cardinez • Teresa Carlisle • Gabriela Casillas • Arthur B. Castaneto • Adriana E. Cereceres • Wency N. Chacon • Donald Chadwick • Gilbert Chae • Helen Chan • Jayson Chan • David T. Chang • Gayane Chatalbashyan • Andy Chen • Julia M. Chen • Wayne C. Chen • Justin Cheng • Lida D. Cheng • Carolyn L. Cherry • Gary Y. Cheung • Ka Ian Cheung • Corinne C. Chico • Ray Childers • Lillian C. Chiu • Bernice M. Choi • Jocelin T. Chou • Heang B. Chov • Anita M. Chow • Susie Choy • James Christensen • Mark E. Christensen • Connie K. Chung • Vickie Chung • Michael W. Clark • Karen Clark-McCorvey • Quinetta J. Co • Trung Mai Co • Catherine O. Collie • Jesus E. Conde • Dominic K. Corrales • Refugio Correa • Francisca Crutchley • Sandra A. Cruz • Tanya Cun • Erica M. Currie • Sandra A. Curtis • Beverly R. Davis • Robert A. Davis • Joshua O. Day • Michelle A. Day • Sheryl Day • Sukeda K. Day • Linda M. De Aro • Rogelio A. De Castro • Primo A. De Guzman • Yolanda De La Mora • Lotis S. De Ungria • Cristina M. Del Rosario • Darian M. Demerjian • Gilda D. Deriada • Kenneth Diaz • Vivian Diec • Connie Diep • Crystal M. Dollente • Jeremy L. Drake • Ressie L. Ducut • Alejandro Duenas • Angelina Duran • Hanem M. El Habiby • Violeta R. Enriquez • Benjamin S. Erestingcol, Jr. • Grace C. Escueta • Manuel Espinoza • Lourdes Esquivel • Lillian D. Estrella • Lolita P. Eugenio • William W. Evans • Carlos P. Fabunan • Karen E. Fee • Elizabeth Flores • Patricia P. Flores • James E. Fortson III • Abigail Fortuna • Ester G. Francisco • Maritza G. Friedman • Devon W. Gaines • Maria Gama • Diana L. Gamboa • Raquel Gamino • Anna Garcia • Carla E. Garcia • Kristopher L. Garcia • Laura Garcia • Lupe Garcia • Maria A. Garcia • Rhonda D. Garnett • Monica Garza • Elizabeth L. Gautschi • Marva J. German • John Dale D. Gernade • Odet Gholi • Deyra Gibbons • Stephen G. Godina • Carmen M. Gomez • Sandra Gomez-Diaz • Arturo Gonzalez • Joe Gonzalez • Nohemi Gonzalez • Perla Gonzalez • Julio C. Gonzalez-Reyes • Roberto A. Gooden • Jovani A. Granados • Gerald E. Griffin • Rafael Guadron • Merle P. Guazon • Girlie E. Guevarra • Jacqueline T. Guevarra • Carrie Guo • Angelica Gutierrez • Lorraine Hadden • Parsek Halburian • Craig A. Hare • Ellen B. Harteau • Gurgen Harutyunyan • Hasmik Harutyunyan • Scott G. Harvey • Gregory F. Hellmold • Debra L. Helton • Christina Heredia • Jaime R. Hernandez • Regina L. Hernandez • Elizabeth Herrera • Jeffrey Ho • Jenny Ho • Tony C. Ho • Darlene Q. Hoang • Christine Hofert • Bree A. Hong • Brian T. Hong • John J. Howieson • Joyce Hsu • Genoveva Hurtado • Shajunia M. Ingram • Gregg M. Iverson • Aquilla Ivery-Simmons • David K. Jaffe • Sheryl D. Jake • Remy A. Jammal • Edward Jewik • Michelle Jiang • Deborah D. Johnson • Jameka M. Johnson • Nina A. Johnson • Sharon D. Johnson • Betty J. Jordan • Michael J. Juloya • Ronald J. Justiniani • Kris Kademian • Narine Kapukchyan • Teresa J. Kasman • Jonathan Kato • Jonathan K. Kha • Sat Avtar K. Khalsa • Imdad A. Khan • Allen I. Khozahi • Kevin K. Khuong • Anthony S. Kim • Chu Y. Kim • Susan S. Kim • Nina C. Kin • Grace K. Kinoshita • Grace H. Ko • Kevin Kordestani • Helen B. Kwan • Wai S. Kwan • Lucy K. Kwok • Young S. Kwon • Wei-Yee Kwong • Kenny T. Lam • Ly Lam • May T. Lam • Vy H. Lam • Claudia P. Lanza • Jennifer K. Larson • Tom Le • Maria S. Leal • Judith E. Lederman • Andrew S. Lee • Cindy Y. Lee • Eddie V. Lee • Ellen C. Lee • Eric D. Lee • Huanling S. Lee • Lisa V. Lee • Samantha Lee • Sung C. Lee • Daniel J. Leeds

• Fernando J. Lemus • Jeremy B. Li • Billy N. Lieu • Nancy T. Limm • Nittaya Lingo • Russell H. Lingo
• Susan J. Linschoten • Yiliang A. Liu • Kendall M. Lofton • Joanna C. Loong • Maricela Lopez • Ileana Lopez-Martinez • Glenn Lorezca • Virginia Lorico • Torrie Lozano • Cindy P. Lu • Andrea Lucero-Ramirez
Elizabeth A. Lung • Yen Ly • Elaine Y. Ma • Helen R. Mack • Christopher G. Magtoto • Imelda L. Maico • Justin A. Manalad • Roanne L. Manalaysay • Virginia V. Manisaryan • Julieanne Manning • Celeste E. Mariano • Sara L. Marin
• Bonnie K. Mark • Evet Markarian • Henry A. Martinez • Jason Martinez • Paul A. Martinez • Romeo F. Martinez • Alice A. Marutani • Amelita G. Mascarinas • Juanita Mason • Gerald M. Mauter • Dulce F. Maycumber • Heather L. McCabe • Tina McKendell • Allen D. McMillen • Alberto Medina • Zewdie Mekonnen • Roberto L. Mena • Ann-Marie Mendoza • Omar Mendoza • Erika Mesa • Madlen Minasyan • Karine Mirzakhanyan • Joyce S. Mok • Mamie Moncrief
• Debbie K. Moore • Linh M. Moran • Mary Ann B. Morato • Ana J. Moreno • Natalie C. Moreno • Maricela V. Morfin
• Wai M. Mungcal • Araceli Munoz • Elisette Munoz • Melissa D. Murillo • Christopher A. Musella • John Naimo • Antoinette Y. Nakhla • Siruhi Nazaryan • Jon Neill • Nicholas Neill • Princess O. Nelson • Nancy J. Neville • Denny Ng
• Denny D. Ngo • Christopher B. Nguyen • Danny Nguyen • Thuy L. Nguyen • Toan N. Nguyen • Josephine C. Nicolas • Kristofor M. Nimori • Maria E. Noel • Jennifer M. Nuno-Perez • Uwaifo O. Obonor • Gabriel A. Oghenekhowo • Lynn Okamura • Jose A. Olivo • Wesley T. Omoto • Tien M. On-Tran • Richard W. O'Rell • Claudia J. Padilla • Merlinda P. Pagunsan • Yu-Feng Pan • Gloria Pardo • Luisa T. Paredes • Diana M. Parhms • Yoon S. Park • Toni Parker • Namita H. Patel • Hannah Peak • Yiping L. Peng • Zoran Penich, Jr. • Beatriz Perez • Christian V. Perez • Kensy M. Perez • Ragnfrid Perez • Penelope L. Pham • Victoria Pham • Sandy Pham-Diep • Ngoc-Giao T. Phan • Tiffany Phan • Betty S. Phung
Andres Pinedo • Tashia G. Pinkney-Hubbard • Michael Pirolo • Ranjit K. Plahey • Sylvia Poon
Juanita Pope • Jen Porter • Janice L. Powell • Brenda S. Powers • Robbin G. Proutt • Heather K. Qi
Ruth C. Quezada • Miguel Quintero • Sabiha Rahman • Janet Ramer • Daniel Ramirez • Evelyn Ramirez • Patricia A. Ramirez • Suellen Ramos • Jocelyn R. Rebudal • Aline R. Remias • Jeffrey R. Revilla • Jennifer L. Revuelta • Linda S. Rincon • Cynthia G. Ringor • Anthony Rizzo • Susana A. Robles • Daniel R. Rodriguez • Gabriel Rodriguez • Michelle M. Romero • Rachelene R. Rosario
Robin Rude • Veronica Ruiz • Jezabelle Saavedra • Somsakoun Sakounphong • Martha I. Saldana
Lan D. Sam • Artemio R. San Diego • Maria Santana • Elizabeth Santiago • Melvin Santos • Teresa M. Santos • Theresa Z. Santos • Sonya M. Sargis • Margarita M. Sarkisian • Melita R. Seeping • Erett Senegar • Alysa M. Serdengecti • Liwen W. Shao • Chang-Yen Shen • Rong Shi • Karen Y. Shikuma • Steven Shirvanian • Aaron A. Sim • Heather Singh • Jouraya Sitti • Sherry D. Smith • Steven Smith • Robert Smythe • Jung E. Son • Merrilee St. John • Lorena R. Stallworth • Jason S. Stempinski • Rouzanna Stepanyan • Kathryn Stuart • Hripsime Sukiasyan • Ryan N. Sullivan • Lira L. Sy • Katie Szeto • Eang Taing • Kyle Tajima • Alen Talebizadeh • Hong C. Tang • Linda K. Tatman-McBride • Alfred Taylor • Shirley Cheng
• Chuen-Jen Teng • Jeanine A. Thomas • Liane Tiet • Irena L. Tieu • Arnold Tolentino • Jeannette Torres • Anthony T. Tran • Duyen N. Tran • Quyen L. Tran • Theresa T. Tran • Theresa Trejo • Deryl B. Trotter • Kelly Tsan • Debra S. Tse • Terry L. Tse-Hong • Monique Tsoi • Yen-Ling A. Tung • Andrea M. Turner • Julie A. Tuttle • Carina A. Udarbe • Jesse Y. Urbano • Katherine I. Urbanski • Glenn Uyeda • David D. Vaca • Vipul H. Vachhani • Belen Valdovinos • Patrick S. Vallejo • Jaime Valles • Kenneth E. Van Orden • Richard A. Vandenberg • Kari L. Vanegas • Vatcharin Vanijjakornvarakul
• Wit Veerakit • Patricia Velasco • Ramona R. Vergara • Michele Victor • Lusanya Victorian • Irene May P. Villafranca
• Maria Theresa R. Villafranca • Julianne Vines • Laura Viramontes • Julio A. Virgen • Anh Q. Vo • Thomas H. Vo
Kelly Vuth • Iscah Y. Wang • Shuhui Wang • Saundra A. Warr-Fuston • Wendy L. Watanabe • Candis L. Welch • Jennie Y. Wong • Kam W. Wong • Kay T. Wong • Ramby C. Wong • Sara W. Wong • Sara G. Wong • Yutaka T. Wood • Yvonne D. Wood • Catharine Wright • Christopher L. Wright • Elaine Wu • Jung Jung Wu • Henry Xing • Hasmik Yaghobyan
• Bey Jane Yang • Denise R. Yarbrough • Connie Yee • Jennifer Yip • Sandy M. Yoshima • Cassandra F. Youngblood
• Candelario S. Yu • Hui-I Yu • Vincent Yu • Meg T. Zayas • Guy Zelenski • Angelita L. Zetina • Wendy Zheng

ENTERPRISE SYSTEMS SUPPORT



Allen D. McMillen, Division Chief

1000 S. Fremont Avenue, A-9 East Bldg., Unit 5I, First Floor, Alhambra, CA 91803 | 626.293.1101
amcmillen@auditor.lacounty.gov | eCAPS Project website: ecapsweb.co.la.ca.us

Positions: 15 | Operating Budget: \$2,378,000

AUTHORITY

Non-mandated, discretionary program (implemented July 1, 2003).

MISSION

The Enterprise Systems Support Division provides analytical and technical support for the development, acquisition, and implementation of automated systems that support County enterprise and Auditor-Controller (A-C) core business functions and provides communications, reporting, outreach, and change management support for County departments for the following major enterprise systems: Payroll and Human Resources (eHR), Countywide Accounting and Purchasing System (eCAPS), Paystub Viewer (PSV), Mileage Authorization and Reimbursement System (MARS), Single Sign-On (SSO), and employee portal to information and applications (mylacounty.gov).

PROGRAM RESULT

Business operations are optimized through creative information technology (IT) solutions. Major enterprise system accomplishments include replacing the County's legacy systems with modern, web-based integrated solutions: eCAPS Financial and Budget Preparation modules – July 2005; eHR Payroll – April 2010; and Core eHR - April 2012. Clients include other County departments, Special Districts, Los Angeles County constituents, contractors, Third-Party Agencies (TPAs), and all stakeholders with information and technical service needs relative to the County's enterprise business processes and data. Clients receive effective and efficient enterprise IT and enterprise systems support, including access to the eCAPS Project website for current project news, events, and reference materials; monthly departmental liaison meetings; and monthly project newsletters.

2012-13 HIGHLIGHTS

- Implemented and continued to enhance the County's automated MARS, a web-based solution available to all County employees providing an easy, efficient, and convenient way to claim reimbursement for mileage and parking expenses that eliminated inefficiencies and the use of paper. This system won a prestigious National Association of Counties Achievement Award.
- Participated as one of the first pilot departments in the Electronic Forms Initiative by implementing the electronic version of the County Outside Employment form.
- Completed the Chief Executive Office IT Initiatives to migrate the A-C's e-mail system resources to the Countywide E-mail System and also to virtualize our local servers.
- Developed a Countywide Contract Library System (CLS) and Contract Management System to pilot. CLS contains a library to manage standard contract terms, conditions and clauses, as well as a case management process to facilitate and manage contract collaboration and finalization processes.
- Integrated EMC Documentum with eCAPS Advantage 3.9 software as the County's official Enterprise Content Management solution.
- Implemented an easier method for County employees to access multiple IT applications by using one sign-on via a new employee self-service portal: mylacounty.gov.
- Received the following individual and team awards:
 - 2013 Government Technology Outstanding IT Manager Award - MARS Implementation
 - 2012 Government Technology Outstanding IT Manager Award - eCAPS 3.9 Upgrade
 - 2012 Government Technology Outstanding IT Manager (Team) Award - eHR Implementation



OFFICE OF COUNTY INVESTIGATIONS (OCI)

- CHILDREN'S GROUP HOME OMBUDSMAN
- HEALTH INSURANCE PORTABILITY AND ACCOUNTABILITY ACT (HIPAA) PRIVACY



Guy Zelenski, Division Chief

500 West Temple Street, Room 515, Los Angeles, CA 90012 | 213.893.0058
gzelenski@auditor.lacounty.gov

Positions: 27 | Operating Budget: \$4,182,000

AUTHORITY

United States Federal Sentencing Guidelines Section 8B2.1(b)(5); California Penal Code Section 830.13; and County Code Section 2.10.

MISSION

OCI is responsible for conducting criminal and administrative investigations of misconduct and fraud by County employees, contractors, and vendors. OCI responds immediately to all Board special requests for investigations, and investigates and reports on allegations of fraud reported to the County Fraud Hotline or other referrals. In addition, OCI provides Countywide consulting services, policy development, training, and fraud monitoring and prevention services.

PROGRAM RESULT

County departments operate more efficiently and collaboratively in detecting, mitigating, and preventing fraud. Employees, vendors, and the public are informed of mechanisms for reporting misconduct within County government, resulting in increased detection of fraud and reduced fiscal losses and liability to the County. Public trust in County government operations and fiscal practices is enhanced.

2012-13 HIGHLIGHTS

- Awarded LA County STARS! award for Workforce Excellence for creating the Association of County Investigators.
- Completed and closed more than 1,000 cases, including criminal misconduct, administrative and managerial malfeasance, and Board special assignments, representing an increase of 82% over the last seven years.
- Partnered with the District Attorney's Office to conduct large-scale investigations, including grand theft, embezzlement, and \$500,000 in alleged theft of public funds by a County contractor.
- Prepared and served 24 search warrants related to criminal investigations of grand theft, conspiracy, embezzlement, theft of public funds, and other financial crimes.
- Integrated the HIPAA Privacy program into OCI.
- Provided Fraud Awareness and Cash Fraud training to 138 County managers and line supervisors.



CHILDREN'S GROUP HOME OMBUDSMAN

Michelle Day, Ombudsman

500 West Temple Street, Room 515, Los Angeles, CA 90012 | 213.893.0551

mday@auditor.lacounty.gov | Website: onlineapps.auditor.lacounty.gov/ombudsman

AUTHORITY

Non-mandated, discretionary program (October 13, 1998 Board Order).

MISSION

The Children's Group Home Ombudsman serves as a neutral personal rights advocate for children who are placed in group homes by the Department of Children and Family Services, and provides a confidential and informal process to resolve issues that may arise within the group home.

PROGRAM RESULT

Children's requests for Ombudsman assistance result in resolutions of their issues.

2012-13 HIGHLIGHTS

- Increased outreach to Department of Children and Family Services youth by visiting County-contracted group homes.
- Updated website to provide more information with a user-friendly format.
- Redesigned Ombudsman poster to ensure readability is age appropriate and design is appealing to youth.



HEALTH INSURANCE PORTABILITY AND ACCOUNTABILITY ACT (HIPAA) PRIVACY

Linda T. McBride, JD, Chief HIPAA Privacy Officer

500 West Temple Street, Room 515, Los Angeles, CA 90012 | 213.974.2166

ltmcbride@auditor.lacounty.gov

AUTHORITY

The federal HIPAA and Health Information Technology for Economic Clinical Health (HITECH) Act became effective April 14, 2003 and September 23, 2009 respectively (45 CFR Parts 160, 162 and 164).

MISSION

The HIPAA Compliance Unit maintains oversight of and provides guidance to the County's HIPAA-covered departments. The principal activities of the HIPAA Compliance Unit are: liaison to the United States Department of Health and Human Services Office for Civil Rights; implement the HIPAA and HITECH privacy regulations to the covered departments; audit covered departments to ensure compliance; develop and update policies and procedures in order to maintain compliance with the regulations; investigate complaints and breaches; ensure departments train workforce members on HIPAA and HITECH regulations; coordinate efforts with the Chief Information Office on HIPAA/HITECH Security Rule matters; and provide periodic reports to the Board.

PROGRAM RESULT

The federally mandated compliance levels or discrepancies involving the County's HIPAA-covered departments and business associates are reported timely and accurately; monetary fines and penalties associated with potential HIPAA privacy rule violations are proactively managed and minimized; quantifiable privacy assurances are available to the County's healthcare patients; and opportunities for improving the process for health privacy programs are identified and shared among relevant departments and business associates.

2012-13 HIGHLIGHTS

- The Chief HIPAA Privacy Officer co-chairs the Countywide HIPAA Privacy & Security Committee.
- Rolled out the updated HIPAA training to 40,000 County employees.
- Conducted eight HIPAA presentations in order to explain the impact of the HITECH Act to the County's HIPAA program.
- Responded to 48 HIPAA-related complaints, including complaints reported to the Office for Civil Rights.
- Audited and/or visited 31 County facilities to ensure they are compliant with HIPAA.



SHARED SERVICES



Allen Khozahi, Division Chief

3470 Wilshire Boulevard, 11th Floor, Los Angeles, CA 90010 | 213.251.5050
akhozahi@auditor.lacounty.gov

Positions: 89 | Operating Budget: \$7,987,000

AUTHORITY

Non-mandated, discretionary program (Countywide initiative implemented July 1, 2005).

MISSION

The Shared Services Division provides a consolidated department business processing center for Accounts Payable, Accounts Receivable, Procurement, Payroll, and Grants Accounting functions; delivers optimum service in a cost-effective, high-quality manner; and enhances overall organizational efficiency and effectiveness.

PROGRAM RESULT

Since inception in 2005, the Shared Services Division has continuously expanded its services and added additional clients. Shared Services has benefited the clients by providing seamless fiscal and payroll operations, consistent procedures, and improved core competency. Successful implementation and consistent execution of this program has resulted in the Shared Services Division being continuously rated at a high-level of customer satisfaction.

2012-13 HIGHLIGHTS

- Restructured Purchase-to-Payment process by conducting a thorough workflow analysis of the Procurement and Accounts Payable Sections, implementing a Receiver Team, and streamlining operational procedures to increase overall efficiency and productivity in both areas.

- Implemented and incorporated the eHR application and new procedures in the Payroll Section for 18 client departments which has resulted in enhanced controls, consistent procedures, and greater accountability.
- Expanded the Grants Accounting services by acquiring a new State grant program and also expanded existing grants to include multiple years with a total grant funding in excess of \$47 million.

- Processed over 172,000 payroll-related transactions, 30,000 accounts payable transactions valued at \$632 million, 1,200 encumbrances valued at approximately one billion dollars, 29,000 procurement-related transactions valued at \$90 million, and 2,000 deposit permits valued at \$13 million during the fiscal year.



SYSTEMS OPERATIONS



Nancy Limm, Division Chief

320 West Temple Street, Room 380, Los Angeles, CA 90012 | 213.974.0381
nlimm@auditor.lacounty.gov

Positions: 81 | Operating Budget: \$13,000,000

AUTHORITY

Non-mandated discretionary program (implemented 1970).

MISSION

The Systems Operations Division provides analytical and technical support to the development and maintenance of automated systems that support core business functions of the Auditor-Controller, including the Countywide Employee Payroll and Human Resource functions, Accounting and Financial services, and Property Tax maintenance. The Division supports the ongoing operation, as well as the enhancement of major automated systems, which include the following: Human Resources (eHR), Countywide Accounting and Purchasing System (eCAPS), and Secured Tax Roll (STR) systems. Clients include other County departments, Special Districts, Los Angeles County constituents, and all stakeholders with information and technical service needs relative to County processes that impact the performance of their business functional responsibilities.

PROGRAM RESULT

Clients receive effective and efficient Information Technology support ensuring a high percentage of system uptime (operational time) for the business areas of the department, including the successful implementation of State/federal legislation and Board-ordered changes/ordinances.

2012-13 HIGHLIGHTS

- Upgraded the County Enterprise Financial system with the latest online features and additional functionality that provides convenient self-service capabilities to vendors doing business with the County.
- Migrated the County Financial, Payroll, and Human Resources Enterprise systems to the eCloud virtualized technological environment.
- Enhanced and provided training on a web-based self-service portal for property tax entities to provide their input vital to the calculation of Annual Property Tax bills and the eventual distribution of property tax revenue to these agencies.



TAX



Division Chief, Vacant

John Naimo, Assistant Auditor-Controller

500 West Temple Street, Room 525, Los Angeles, CA 90012 | 213.974.8484

Positions: 84 | Operating Budget: \$10,964,000

AUTHORITY

California Government Code Title 3; California Revenue and Taxation Code Division 1; and California Health and Safety Code Division 24.

MISSION

The Property Tax Division performs mandated property tax functions such as combining the Assessor local roll with the State assessed roll, applying the tax rates to the assessed value, calculating property taxes due for the County property tax rolls and placing over \$1.5 billion direct assessment charges into the Secured Tax Roll; apportioning and distributing property taxes collected to over 1,300 local County agencies, municipalities, special districts, schools, and Successor Agencies; ensuring Successor Agencies receive funding necessary to meet their approved enforceable obligations and that additional property tax revenues are returned to the taxing entities; and issuing refunds to taxpayers for reductions in assessed value.

PROGRAM RESULT

Property owners in Los Angeles County receive an accurate, timely, and understandable property tax bill or refund(s), and all local agencies receive an accurate and timely apportionment of collections and distribution of property tax revenue.

2012-13 HIGHLIGHTS

- Through ongoing implementation of Assembly Bill 26 (ABx1 26), the Redevelopment Dissolution Act, identified and ordered the return of \$29.8 million excess revenue from Successor Agencies for redistribution to the local schools and taxing entities.
- Implemented AB 1484, which clarified financial mechanism components of ABx1 26, and returned \$490 million excess revenues to local taxing entities.
- Successfully implemented the new web-based Direct Assessment Website (DAWeb) application for Direct Assessment Agencies to submit their annual direct assessment to the Auditor-Controller via the internet.
- Trained 259 Public Service Representatives from the Los Angeles County Assessment Appeal Board, Assessor, and Treasurer and Tax Collector in subjects as Auditor-Controller Data Conversion System, Automated Refund System, eCAPS, and Customer Service Interaction.



WORKPLACE PROGRAMS

ADOPT A FAMILY



TOY LOAN



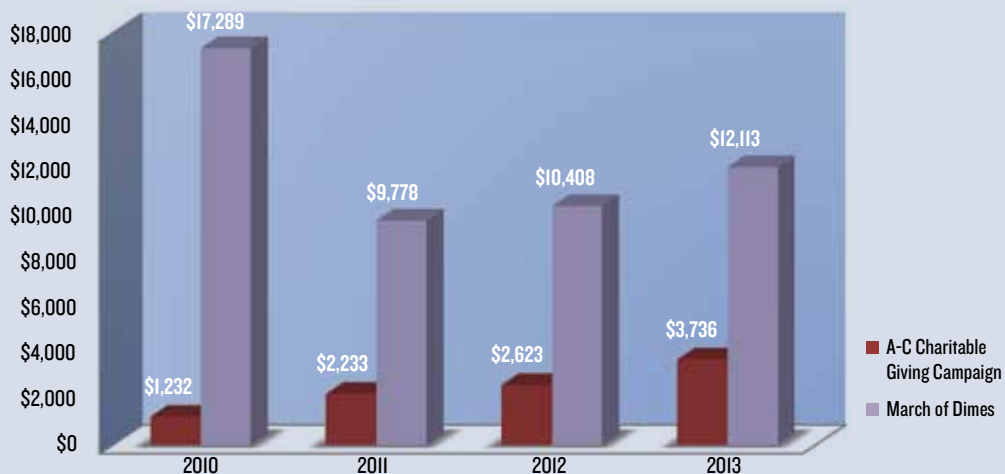
CHARITABLE GIVING



MARCH OF DIMES



DEPARTMENT OF AUDITOR-CONTROLLER | 2010 - 2013 CAMPAIGNS



COUNTY OF LOS ANGELES AUDITOR-CONTROLLERS

H.G. ROLLINS
From 1891 To 1892

FRANK E. LOPEZ
From 1893 To 1894

CHARLES F. BICKNELL
From 1895 To 1898

T.E. NICHOLS
From 1899 To 1902

H. G. DOW
From 1903 To 1910

WALTER A. LEWIS
From 1910 To 1917

H. A. PAYNE
From 1917 To 1938



JOSEPH M. LOWERY
From 1938 To 1960



ROSCOE HOLLINGER
From 1960 To 1967



MARK H. BLOODGOOD
Appointed 1967
Retired 1990



DANIEL O. IKEMOTO
Appointed 1991
Retired 1993



ALAN T. SASAKI
Appointed 1993
Retired 2000



J. TYLER MCCAULEY
Appointed 2000
Retired 2008



WENDY L. WATANABE
Appointed 2009
Retired 2014

WENDY L. WATANABE

WHEREAS, Wendy L. Watanabe began her career as an Accounting Systems Analyst with the Auditor-Controller in November

1988, and dedicated her life to public service. Wendy L. Watanabe was appointed Auditor-Controller of Los Angeles County in 2005, and has since then been instrumental in the development of the County's financial practices.

WHEREAS, Wendy L. Watanabe has implemented significant financial practices, including the consolidation of the fiscal and administrative divisions, the implementation of a new electronic filing system, and the introduction of a new electronic filing system.

(eCA) and the implementation of a new electronic filing system. Wendy L. Watanabe has also implemented a new electronic filing system, and the introduction of an automated pay stubs viewing module and the introduction of an automated claim filing system.

(eHR) and the introduction of an automated pay stubs viewing module and the introduction of an automated claim filing system. Wendy L. Watanabe has also implemented a new electronic filing system, and the introduction of an automated pay stubs viewing module and the introduction of an automated claim filing system.

WHEREAS, Wendy L. Watanabe has been instrumental in the development of the County's financial practices, including the consolidation of the fiscal and administrative divisions, the implementation of a new electronic filing system, and the introduction of a new electronic filing system.

Assoc. Wendy L. Watanabe has also implemented a new electronic filing system, and the introduction of an automated pay stubs viewing module and the introduction of an automated claim filing system. Wendy L. Watanabe has also implemented a new electronic filing system, and the introduction of an automated pay stubs viewing module and the introduction of an automated claim filing system.

WHEREAS, Wendy L. Watanabe has been instrumental in the development of the County's financial practices, including the consolidation of the fiscal and administrative divisions, the implementation of a new electronic filing system, and the introduction of a new electronic filing system.

has developed a new electronic filing system, and the introduction of an automated pay stubs viewing module and the introduction of an automated claim filing system. Wendy L. Watanabe has also implemented a new electronic filing system, and the introduction of an automated pay stubs viewing module and the introduction of an automated claim filing system.

information systems, and human resources. Wendy L. Watanabe has also implemented a new electronic filing system, and the introduction of an automated pay stubs viewing module and the introduction of an automated claim filing system. Wendy L. Watanabe has also implemented a new electronic filing system, and the introduction of an automated pay stubs viewing module and the introduction of an automated claim filing system.

known for her dedication to the fundamental ideals of public service for which the County is known. Wendy L. Watanabe has also implemented a new electronic filing system, and the introduction of an automated pay stubs viewing module and the introduction of an automated claim filing system. Wendy L. Watanabe has also implemented a new electronic filing system, and the introduction of an automated pay stubs viewing module and the introduction of an automated claim filing system.

NOW, WHEREAS, Wendy L. Watanabe has been instrumental in the development of the County's financial practices, including the consolidation of the fiscal and administrative divisions, the implementation of a new electronic filing system, and the introduction of a new electronic filing system.



COUNTY OF LOS ANGELES
DEPARTMENT OF AUDITOR-CONTROLLER
STATEMENT OF ETHICAL PRINCIPLES

The Auditor-Controller affirms its responsibility to develop the spirit of professionalism within its staff, and to increase employees' awareness of ethical principles in public service by example. To this end, we, the staff of the Auditor-Controller will adopt, distribute, and periodically review the Statement of Ethical Principles as a living document and strive to promote the following principles:

SERVICE TO THE PUBLIC – *Serve the Public*

Auditor-Controller employees should endeavor to:

- Exercise discretionary authority to promote the public interest.
- Oppose all forms of discrimination and harassment.
- Recognize and support the public's right to know the public's business.
- Respond to the public in ways that are complete, clear, and easy to understand.
- Assist citizens in their dealings with County government.

RESPECT FOR THE LAW – *Respect and support laws that define responsibilities of public agencies, employees, and all citizens.*

Auditor-Controller employees should endeavor to:

- Understand and apply legislation and regulations relevant to their professional role.
- Work to improve and change laws and policies that are counter-productive or obsolete.
- Prevent all forms of mismanagement of public funds by establishing and maintaining controls, and by performing audits and investigative activities.
- Respect and protect privileged information.
- Protect the whistle blowing rights of public employees.

PERSONAL INTEGRITY – *Demonstrate the high standards in all activities to inspire public confidence and trust in public service.*

Auditor-Controller employees should endeavor to:

- Maintain truthfulness and honesty and to not compromise them for advancement, honor, or personal gain.
- Ensure that others receive credit for their work and contributions.
- Zealously guard against conflict of interest or its appearance: e.g., nepotism, improper outside employment, misuse of public resources, or the acceptance of gifts.
- Respect superiors, subordinates, colleagues, and the public.
- Take responsibility for their own errors.

ETHICAL BEHAVIOR – *Strengthen the Department's capability to apply ethics, efficiency, and effectiveness in serving the public.*

Auditor-Controller employees should endeavor to:

- Enhance the Department's capacity for open communication.
- Subordinate institutional loyalties to the public good.
- Establish procedures that promote ethical behavior and hold individuals and the Department accountable for its conduct.
- Provide Department staff with an administrative means for dissent, assurance of due process, and safeguards against reprisal.
- Promote the Department's ethical accountability through appropriate controls and procedures.

PROFESSIONAL EXCELLENCE – *Strengthen individual capabilities and encourage the professional development of others.*

Auditor-Controller employees should endeavor to:

- Provide support and encouragement to upgrade competence.
- Accept as a personal duty the responsibility to keep up to date on emerging issues and potential problems.
- Encourage others, throughout their careers, to participate in professional activities and associations.



DEPARTMENT OF
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